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**NATIONAL FOREIGN ASSESSMENT CENTER**

WASHINGTON, D. C. 20505

31 DEC 1979

MEMORANDUM FOR: Director of Central Intelligence  
Deputy Director of Central Intelligence

FROM : Bruce C. Clarke, Jr.  
Director  
National Foreign Assessment Center

SUBJECT : Review of Options B and B Prime, Tab D, NAPA Report

1. Option B is one of the methods discussed by the NAPA Project Group to strengthen control and enforcement of personnel policies. Specifically, it recommends that the control and enforcement units of the Office of Personnel be organizationally transferred to a level within the Agency where they will report directly to the DCI/DDCI.

2. In reviewing this option, the National Academy of Public Administration noted in its report that the Office of Personnel has a weak enforcement posture and that the DCI/DDCI should give greater support to the Director of Personnel in his control functions. The CIA NAPA Project Group concurred in these findings, and in its deliberations to seek solutions to the problem, the Group examined the feasibility of Option B. I believe that the pros and cons regarding Option B developed by the Group are objective and thorough, and do not need to be repeated here. Additionally, the NAPA team itself had several months to study the Agency and ultimately did not choose to recommend that Option B be chosen. In my judgment the reasons given by the two teams in rejecting Option B are persuasive. Option B Prime suffers from the same basic set of problems, plus some others such as span of control in the Office of the DCI.

3. More important than the placement of the Director of Personnel, however, is a concern which relates to the role of the Deputy Directors as the managers of people and resources. From the NFAC point of view, centralized personnel management is a costly and counter-productive concept. NFAC employees are a diverse group combining a wide variety of academic training, language skills, and specialized talents and experiences.

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NFAC employees are not interchangeable parts in a unitary system. In the majority of cases they cannot be made interchangeable without tremendous training costs. Even then, there might be little improvement to the product. People with specialized skills should be managed so that their differences are recognized within an equitable system. I would think the personnel system improved if the Director of Personnel prescribed what could be implemented by the directorates using generally similar procedures. The Director of Personnel would monitor the procedures in the interest of equity, rather than in an effort to enforce uniformity.

4. The formulation of broad personnel policy is something that can be done without invoking either Options B or B Prime.

Bruce C. Clarke, Jr.

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